



3 STRATEGIC PLANNING

3.1 Strategy Development

3.1a Defining Our Strategy

Our environment is one of economic, financial, and political competition; rapid technological advancements; government reinvention/re-engineering; downsizing; and acquisition reform. Such an environment challenges us to continually evaluate our position, historical evolution, accomplishments, and interaction within and across DoD, and review our competitive posture. Our Business Plan, which includes our Strategic Long Range Plan, documents our journey to achieve our vision. Our goals focus on equipping and sustaining America's Army through superior technology applications, acquisition excellence, and responsive support.

During the past year, SSCOM completed its first strategic plan. It defines our strategic intent, vision, values, goals and objectives and established Command-wide metrics. These have been deployed to the workforce through command-wide briefings, town meetings, Key Performance Indicator database, GPRA database, the establishment of Organizational Supporting Objectives and TAPES. Strategic implementation of the plan involves creating effective mechanisms to assess and improve key business processes. The Business Plan and the Command Metrics form the basis of accountability for achieving our goals and objectives.

“A vision without a specific supporting strategic plan and goals is merely a dream. The achievement of strategic goals without near-term objectives and tasks cannot be effectively managed or assured. A good Strategic Plan will get us where we want to be, when we want to be there. The Command's Strategic Planning Process established the direction for the journey.”

—BG Henry T. Glisson, 1995

The Leadership Cube (Figure 1.1) displays leadership's key role in a viable customer-focused Strategic Planning Process. We continuously improve

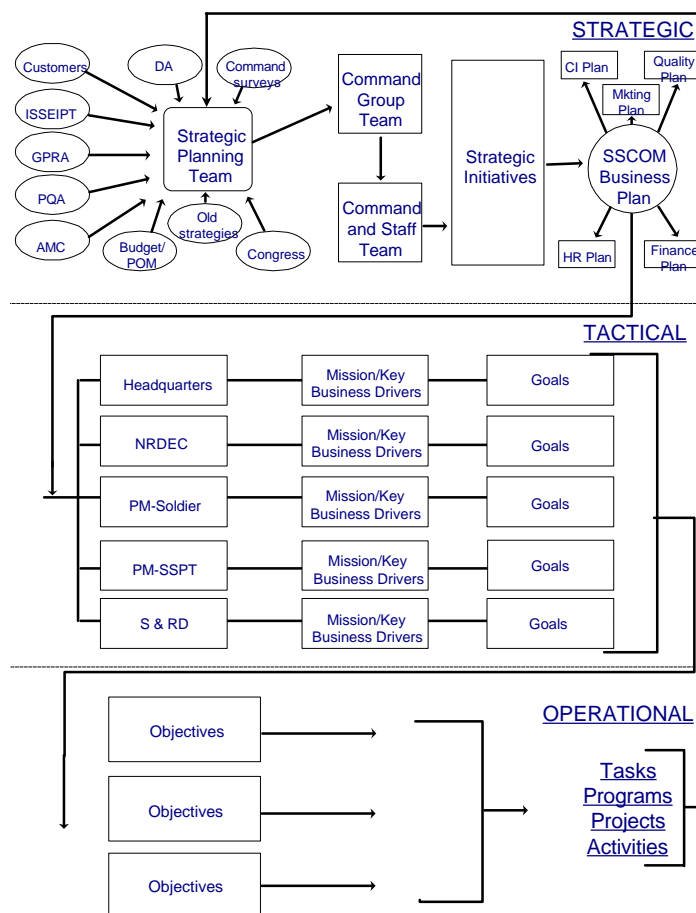


Figure 3.1. SSCOM Strategic Planning Process

upon this process through stakeholder participation, measurable goals and performance indicators. Strategic Planning is a resource-intensive, customer-focused process that is used throughout the command to develop quality and operational performance improvement plans.

3.1b Strategy and Plans are Translated into Key Business Drivers

Our Strategic Planning Process (Figure 3.1) is focused at three levels—*strategic*, *tactical*, and *operational*. The process begins as the Strategic Planning Team provides external and internal assessment information to the Command Group Team (CGT). A Business Planning offsite is scheduled each year to assess our competitive posture. An in-depth review of our accomplishments, growth, and overall performance is

done. Feedback received from our customers, employees, suppliers and stakeholders weighs heavily in this assessment. An example: PM-Soldier, in partnership with NRDEC and the customer, continually performs technology surveys and analysis to detect and/or reduce competitive technology threats. Also, they conduct semi-annual reviews with customer and service providers to evaluate and improve strategic program planning and execution for all product lines. The CGT uses the assessment in the review and validation/modification of our Strategic Initiatives, including our Vision, Values, Goals and continuous improvement initiatives.

The CGT prioritizes the information and presents, discusses, and validates it with the Command and Staff Team (CAST). The final list becomes the framework for our Strategic Long Range Plan (SLRP). Our SLRP is currently being revised and when complete will contain a Financial Plan, Quality Plan, Marketing Plan, Human Resource Plan and Command Information Plan.

The tactical focus begins as the CGT guidance is given to each of our five major subordinate activities. Each activity develops supporting goals and objectives based on their key business drivers derived from their mission. SSCOM's key business drivers are summarized in Figure 2.2. This input evolves to goals that define three-to-five year projections. The operational focus begins with objectives that outline the events needed over the next year to support the three-to-five year goals. Objectives lead to programs, projects, tasks and activities. With this flow-down focused approach, we determine future direction and priorities for allocating resources to accomplish Strategic Initiatives and Vision.

3.1c Key Measures throughout SSCOM are Aligned

Metrics are ensured through performance indicators from business drivers to individual TAPES. Key command metrics based on the goals and objectives are reviewed through the Quarterly Review and Analysis Process.

Our planning process outputs are the Business Plan, which contains the Strategic Long Range Plan, and the Annual Report.

Business Plan. This document integrates the Vi-

sion, Mission, assessment of internal and external environment, customer and operational performance requirements, organizational plans, short- and long-term goals, marketing strategies, personnel and financial projections and continuous improvement initiatives.

Strategic Long Range Plan. The plan validates and/or revises SSCOM's Vision, Mission, and Values. It also drives our strategic direction through strategic initiatives characterized by the major focus area plans—Financial, Marketing, Quality, Human Resource and Command Information.

Annual Report. This report highlights our growth on our Continuous Process Improvement Journey. It is shared with all stakeholders to ensure an integrated and coordinated approach to meet or exceed customer requirements.

Weekly Command and Staff Team discussions, quarterly program reviews, and team progress reports are all part of the continuous planning process. Feedback obtained through conversations, customer surveys, IPT discussions, "lessons learned" sessions and other forums is utilized to improve existing processes and to develop new partnerships.

3.2 Strategic Deployment

SSCOM's strategic end-state is one where all of our business activities are designed toward bridging the gap between today's soldier systems and the soldier/soldier support systems of the 21st century and beyond. "Bridging the gap" entails focusing and orienting all systems and processes toward meeting our goals.

3.2a Translating Key Business Drivers into Action

The planning process described in section 3.1 is used to establish courses of action that will enable us to meet our goals. Each organizational element is responsible for developing specific objectives, implementing supporting tasks and measuring performance in meeting goals as focused by the key business drivers. The SSCOM business cycle (Figure 3.2) six-step process ensures that we factor both strategic deployment and quality improvement areas into our operations.

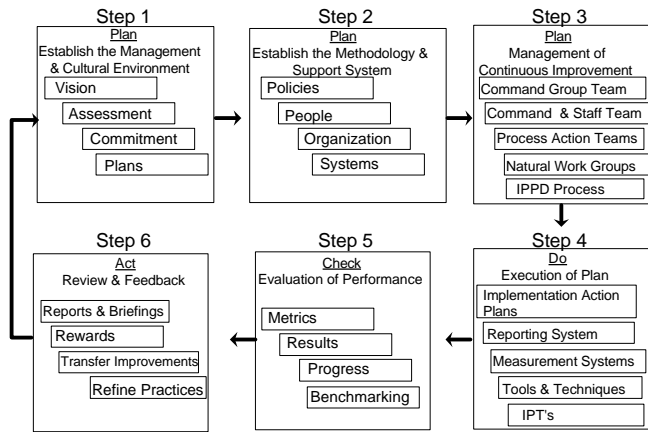


Figure 3.2. The SSCOM business cycle

Step 1, Establish the Management and Cultural Environment. The Command Group Team, Command and Staff Team and the Strategic Planning Team set the stage for this step as shown and discussed in Chapter 1. Feedback received from our customers, employees, partners, suppliers and stakeholders help establish improvements that we need to undertake. Establishing a cohesive management team committed to our vision and mission is a key first step within the process.

Step 2, Establish the Methodology and Support System. The Command and Staff Team meets weekly to discuss and review process improvements within their work environment. The Leadership Cube (Figure 1.1) depicts our commitment to establishing the methodology and support systems. In addition, human resource development, such as workforce training, developmental assignments, and cross-functional teaming opportunities, described in Chapter 4, help to ensure that we provide employees the tools they need to adapt to the new culture.

Step 3, Management of Continuous Improvement. The Integrated Product and Process Development (IPPD)/ Integrated Product Teams (IPTs) and Continuous Improvement methodologies described in Chapter 5 provide the macro-level mechanisms used to manage continuous improvement.

Step 4, Executing the Plan. Teams working the initiatives are empowered to develop and implement the necessary action plans for process improvement. They establish a reporting system for relaying progress, a measurement system for tracking and documenting progress and they identify the tools they need to get the job done. More information of how we execute our plans can be found in Chapters 2 and 5.

Step 5, Evaluate our Performance. Team effectiveness and results are evaluated through a variety of methods. Benchmarking, surveys, interviews, and reviews are some of the tools that we use to assess our performance, competitive environment, and changing requirements. These tools and related results are discussed more fully in Chapters 2 and 6, respectively.

Step 6, Review and Feedback. Effective communication is essential in the review and feedback process. The customer feedback we receive is the fuel to energize and focus our improvement efforts. Reviews and other customer forums are discussed in detail in Chapters 2, 4, 5, and 7.

One of the best ways to ensure successful performance is to disseminate information in a variety of ways to customers, employees, suppliers and stakeholders. For example, the SSCOM strategic plan was distributed and discussed at a workforce briefing to all employees. In addition, the plan was also distributed to customers, suppliers and all other stakeholders with a threefold purpose in mind. The first is to ensure that these key stakeholders are aware of this Command in terms of the products/services we provide. The second is to solicit their interest and support in helping us achieve our Vision. The third is to solicit feedback necessary to improve our performance. Feedback, described more fully in Chapters 5 and 7, is utilized to improve existing processes and to develop new partnerships. Other examples are highlighted in Figure 3.3.

Communications Mechanisms	SSCOM Goals Supported	Brief Description
Quality of Life Publication	4,5,6	Describes and provides examples of quality of life initiatives and processes that can be used as benchmarks
Annual Report	1,5,6	Describes highlights of SSCOM activities and provides brief summary of future plans to keep stakeholders informed and generate the interest of new customers
Marketing Plan	5,6	Develops comprehensive guidelines and identifies specific actions to improve external awareness and to seek out new opportunities/customers
Transfer of Function PAT	3,5,6,	Plans for all aspects of implementing BRAC 95 Recommendations from ATCOM to SSCOM related to SRD functions
IPPD & IPT training and implementation	1,2,3,4,5,6	Provides the workforce with the tools needed to effectively implement IPPD into program plans/mission tasks
ISS EIPT and ISS IPT	1,5,6	Maintains senior Army and other Service awareness of soldier systems integration and involves external participation in solving challenges
World Wide Web Site	6	Provide information and SSCOM points-of-contact to users of the World Wide Web
Warrior Magazine & Soldier Systems Command Bulletin	4,5,6	Provides highlights of ongoing mission initiatives and publically recognizes the contributions of employees to SSCOM's success

*See SSCOM Goals, Figure 2.2.

Figure 3.3. Mechanisms of strategic deployment

Determining Key Metrics. SSCOM is actively engaged in identifying key metrics for measuring and assessing the relevant outcomes. Measures are being developed that will have the ability to capture significant and sustained trends which will then be utilized to track strategic progress and to identify the need for course corrections. Discussion on these metrics is found in Chapter 2.

Mechanisms of Strategic Deployment. We utilize a variety of methods to ensure that business drivers are translated into action. Figure 3.4 depicts how SSCOM links key business drivers to major program initiatives as well as some of the implementation tools and feedback mechanisms utilized to ensure customer satisfaction and process improvement.

Key Business Drivers	Major Program	Description	Customer Requirements	Implementation Mechanisms	Feedback tools
Establish Customer Requirements	Marketing Plan	Provide guidance for customer support & marketing decisions to meet SSCOM goals	Customer Forums/Workshops, surveys	Symposia, conferences, site visits, station plans	Customer surveys, OFIG reports
Develop & field soldier systems & items	SEP	A "rapid acquisition" type program designed to get items into the hands of soldiers quickly	MNS,ORD	MOUs/MOAs, Joint Working Groups, IPTs	IPRs, Quarterly Reviews, IPTs
Conduct Research & Development; Develop & field soldier systems & items	FXXI LW/LW	Program to field the first soldier system ever by the year 2000 and to enable tech insertions at earliest possible date	ORD, OCRs (for S&T portions)	IPTs, MOUs, Integration Cell (w/ onsite liaisons)	IPRs, Periodic phonecons/VTCs
Command & Control	CAST Meetings	Weekly Staff Meetings to evaluate performance and develop Command-wide quality initiatives	Morale survey, peer reviews, Soldier System EIPT, GOSC's, AMC VTC's	PAT's, TAPES, Joint Reviews, Symposia	Straight Talk, Team Morale, TAPES discussion

Figure 3.4. Linking business drivers to programs: Implementation and feedback

3.2b Projecting Key Measures and Indicators of Performance

Supporting Performance Objectives define the steps that we need to undertake over the next few years in support of SSCOM's goals. Our Vision, goals, short- and long-term objectives and direction are reviewed, validated and revised/adjusted accordingly. We update the Business Plan to reflect course adjustments and we share this information with all our stakeholders.

A sample listing of supporting performance objectives with near- and long-term indicators are provided in Figure 3.5. Additional supporting objectives are articulated in SSCOM's Business Plan. Our five major support activities identify similar targets/indicators of performance for each.

SSCOM Goal*	Supporting Performance Objectives	1997-1999 Indicators of Performance	2000-2002 Indicators of Performance
1	Integrate technology and end item RDTE with other individual soldier item development agencies	Initiate procurement/fielding of LW systems	Complete MOUT ACTD efforts and transition technologies
2	Maximize contracts providing best value	Increased utilization of contractor incentives to reduce costs	Identify aggressive cost objectives
3	Begin transfer of sustainment & readiness functions from ATCOM	Complete transfer of function	Meet or exceed readiness goals
4	Empower & develop our people	Provide IPPD training to project officers and support personnel	Increase utilization of cross-functional teams
5	Use PQA and GPRA criteria to focus attention and achieve quality	Implement Command-wide GPRA compliance plan	Significantly increase PQA Self Assessment rating levels
6	Develop a solid Marketing Strategy and Plan	Develop a customer profile database and customer bill of rights	Conduct a comprehensive analysis of potential customers and develop targeting plans

*See SSCOM Goals, Figure 2.2.

Figure 3.5. SSCOM performance targets

In addition, we utilize benchmarking techniques to compare how we do business with our competitors. Motorola Corporation has formally benchmarked SSCOM. As a 1995 Defense Standardization Award winner (one of only two winners), we expect others to be benchmarking us during the upcoming year. We describe additional benchmarking activities in section 2.2.